The Road to Shared IT Services

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IT @ WUSTL Vision (draft)

Deliver the right IT services to the right communities from the right IT providers
Promote a ‘customer’ service approach to support
Create a common, robust infrastructure across the institution
Enable rapid, seamless execution of IT services
Develop intentional design through IT governance
Build a diverse, collaborative team of IT experts
Current Trends

- Collaboration in administrative processes
- Core clinical decision
- Data security
- Big data
- Entrepreneurship in the university structure
- Consumerization of IT
- The cloud
- Informatics
- Online learning
- Washington University in St. Louis
Establish IT Governance

Shared Services

Security & Privacy

Clinical
Research
Teaching & Learning
Administration
ESTABLISHED IT GOVERNANCE
Strategic Governance

- IT Executive Committee
- IT Council Committee
- IT Leaders Committee

29 FY2016 Proposal Submissions

Domains

Strategy service portfolio project proposals

Faculty, Staff and Student Groups
Domain Strategies

**Administrative Domain**
- developing a roadmap for administrative systems replacement
- data warehouse and analytical tools

**Clinical Domain**
- core clinical system in partnership with BJC

**Research Computing Domain**
- proposed research network
- developing strategy, cloud services

**Security & Privacy Domain**
- incident response, multi-factor authentication, improved monitoring and tracking, asset inventory and data classification

**Shared Infrastructure Domain**
- wired and wireless networking, voice over IP, data centers, disaster recovery, regional solution, single sign on

**Teaching & Learning Domain**
- developing strategy
- LMS evaluations
Service Layer Model

Mission Unique
- Service is unique to a school or department

Toll
- Service is used by a less predictable group of users across the institution

Community
- Services used by a distinct community of users

Common Good
- All/most units can use the service and the institution wants to incent use
Establish IT Governance

Shared Services

Security & Privacy

Clinical

Research

Teaching & Learning

Administration
Unnecessary Redundancy in Research University IT Spending

*Inefficient use of scarce resources*

Data Source - Education Advisory Board interviews and analysis
The Challenge Exists Here

2009 Assessment Data for WUSM

- 12 SharePoint systems
- 16 help desks
- 15 network access providers
- 15 data storage providers
- 15 audiovisual services
- 12 e-mail systems
- 17 application development systems
- 15 website application development systems
- 37 data centers in 36 locations - 2014 data
- 9 Citrix systems
- 14 disaster recovery systems
Current State Summary:
Issues of Quality, Cost and Trust

The current trends yield variable quality and cost of IT services.

The current trends create a burden on our faculty, staff, and students and impact their productivity.

The current environment leads to frustration among unit IT and users because we don’t have a trusted IT provider to deliver a common platform.

The current environment limits the capacity of unit IT to innovate.
What Has Been Missing?

Common IT Platform
What Are Shared Services?

“Shared Services is the provision of a service by one part of an organization or group where that service had previously been found in more than one part of the organization or group. Thus the funding and resourcing of the service is shared and the providing department effectively becomes an internal service provider. “

-Wikipedia definition
A Complete Solution

“Big Data” Research

Research Labs

Administrative Apps

Shared Infrastructure and User Services

Clinical Technology

Instructional Technology

Speciality Applications
How Do We Get There?

- Create capable shared IT service organization
- Develop the end user services
- Develop the shared IT infrastructure service
- Transition to new services
Create and implement a new organization with **shared service capabilities** built on a common framework with universal tools and consistent processes.

**Customer relationship management**
- Measure satisfaction
- Alignment and responsiveness
- Report on cost
- Report on quality

**Governance**
- Customers decide investment
- Monitor cost and quality

**Support model**
- Enhanced support for faculty/clinical

**Transparent**
- Provide visibility into cost detail
- Monitor and report on service quality
Shared Service Support Model

1. Clinical Users e.g., WUSM, BJC
2. Executive & Faculty Users e.g., faculty, researchers, senior leadership
3. Mainstream Users e.g., average staff member
4. Independent Users e.g., average undergrad student

Tiered user groups

Tiered support

Highly-leveraged technologies & support organization

Local support staff for “front-end” services (device support)

“back-end” services (common desktop system, well engineered device, network, storage, servers, and security)

Foundational support (user support, help desk, request for services, operations, cost and quality, transparency, single point of contact)
Shared Service Accountability

Shared service governance focuses on services currently in use, ensuring consistency in quality and monitoring user adoption.

- Provide ongoing input for ongoing services
- Approve significant changes to scope
- Recommend pricing approach
- Focus on service expectations and continuous improvement

**IT Services Governance**

- Customer relationship management
  - Cost benchmarks
  - User adoption
  - User satisfaction surveys
  - Quality-based service level expectations
  - Unit metrics
  - Cost tracking
## Delivering User Services

### Service Components

<table>
<thead>
<tr>
<th>Help Desk</th>
<th>Collaboration Tools</th>
<th>Security</th>
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<tbody>
<tr>
<td>Deskside Support</td>
<td>Quality Assurance</td>
<td>Loaner Equipment</td>
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<tr>
<td>Desktop Support</td>
<td>Laptops, Desktops, Mobile Devices</td>
<td>Access to Software</td>
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<tr>
<td>Build / Replace / Deploy</td>
<td>Wired &amp; Wireless Network</td>
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<tr>
<td>Printing</td>
<td>File Storage</td>
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<td>Email</td>
<td>Network Printing</td>
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<td>Active Directory</td>
<td>Comprehensive Support</td>
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<tr>
<td>Collaboration Tools</td>
<td>Mobile &amp; Remote Access</td>
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**Concept to be refined during the project.**
Delivering Shared IT Infrastructure

Service Components:
- data network
- data center
- hybrid cloud
- operations center
- tiered service & storage options
- patching & upgrades
- technology life cycle
- capacity management
- anti-malware
- system monitoring & notification
- backup & recovery

Concept to be refined during the project.
Benefits of the Shared Services

• Services are simple to get
• Improved interoperability / integration
• New features are easy to use
• Improved overall service quality
• Support from your familiar staff
• IT will be more agile
• Reduce risk
NEXT STEPS
Your Participation is Important

- Faculty Advisory Groups
- IT Governance
- Shared IT Services Program
- Unit Representatives
- Project Advisory Groups
Create project structure

- include central, school, BJC, and department leadership
- Finance, HR, and IT staff representation:
  - Steering Committee
  - Unit Representatives
  - Project Teams

**TIMELINE**

2015

- Analysis
- Design
- Develop
- Test/pilot
- Deploy

2016-2017

- Spend analysis
- Unit impact analysis

Milestone
Using Shared Services to Rebalance IT

Service Rollout

Increasing Trusted Shared Services Provider

Declining Overlapping Services

Pilot Units

Early Departments

CITS + IS&T
## 120 Day Plan

<table>
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<tr>
<th>Fill the new leadership positions for new organization</th>
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<tr>
<td>• Executive Director of Shared Infrastructure</td>
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<td>• Executive Director of User Services</td>
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<td>• Director of Service Management</td>
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<td>• Senior IT Administrator</td>
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<tr>
<th>Launch Shared IT Services Program (3 large projects)</th>
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<tr>
<td>• Project Managers</td>
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<td>• Requirements gathering</td>
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<th>Develop broad strategies for Infrastructure portfolio mix</th>
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<tr>
<td>• Network re-architecture</td>
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<td>• Data center strategy</td>
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<th>Create engagement avenues for WUSTL IT</th>
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<td>• IT newsletter</td>
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<td>• Communities of interest</td>
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<td>• Governance advisory structure</td>
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